

Matching the Project Manager's Leadership Style to Project Type

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Two pervading beliefs about Project Management

- The PM's competence, including leadership style, is not a success factor on projects
 - it is all tools and techniques
 - “if you can move a mouse, you can manage a project”
 - the proverbial chimpanzee can manage a project with the right tools
- Any project manager can manage any project
 - not domain specific
 - regardless of temperament



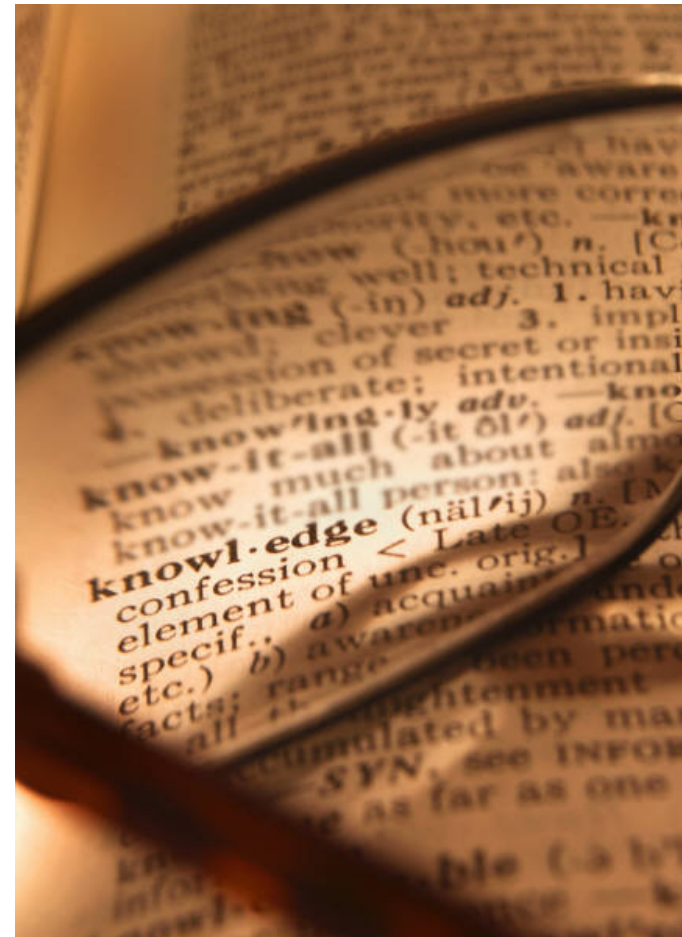
Does PM leadership competence matter?

- The project success literature studiously ignores the project manager, and his or her competence or leadership style as a potential success factor on projects
- The competent application of tools and techniques is seen as a success factor, but not the project manager him- or herself



Research question

- Is the competence of the project manager, including personality and leadership style, a success factor on projects?
- Are different competence profiles appropriate for different project types?



Matching Project Manager Leadership Style to Project Type

Theories of leadership

Our hypotheses and research model

Initial results

Profiles of managers of successful projects



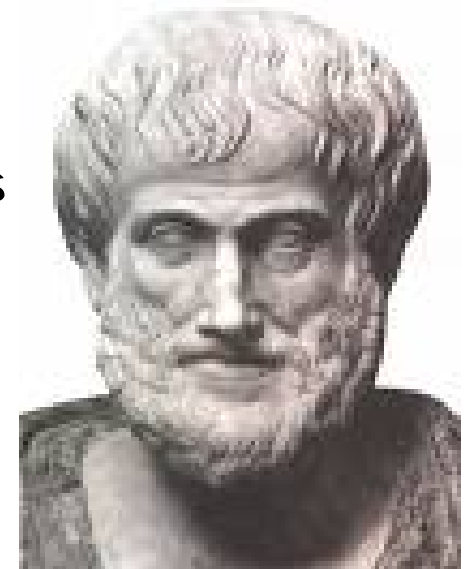
Confucius (500BC)

- *De* (virtues)
 - *Jen* (relationships)
 - *Xiao* (values)
 - *Li* (process)
 - *Zhang rong* (doctrine of the mean)



Aristotle (300BC)

- Pathos Form relationships with your team
 - Ethos Sell them your values and vision
 - Logos Then and only then persuade them with the logic
-
- Adequate managers go straight in with the logos
 - Effective leaders work through pathos>ethos>logos



Chester L Barnard (1938)

- Cognitive roles
(transactional)
 - delegate
 - but guide subordinates and limit choices
- Cathectic roles
(transformational)
 - motivation
 - goal setting



Theories of leadership

- 1930s-1940s Trait school
- 1940s-1950s Behavioral or style school
- 1960s-1970s Contingency school
- 1980s-1990s Visionary or charismatic school
- 2000s Emotional intelligence school
- 2000s Competence school



Theories of leadership and project management

- Trait school
 - Turner (1993), 7 traits
- Behavioural or style school
 - Frame (1987), Turner (1993), 4 styles
- Contingency school
 - Frame (1987), Turner (1993), styles and the life-cycle
- Visionary or charismatic school
 - Keegan and den Hartog (2004)
- Emotional intelligence school
 - Lee Kelley et al (2003)
- Competence school
 - Crawford (2002)



Team member behaviour

- Theories of team member behaviour
 - Myers-Briggs
 - 16PF
 - Belbin
 - Margerison and McCann
- Only weakly correlated to leadership success (*Dulewicz and Higgs, 2003*)
- So we are discounting them



Emotional Intelligence School - Goleman, Boyatzis and McKee (2002)

- All managers are reasonably intelligent
 - entry level of knowledge and skills
- So it is emotional dimensions that differentiate effective leaders from adequate managers
- The emotional intelligence of the CEO influences the shareholder value of the company (2,000 data points)



Emotional intelligence - nineteen emotional competencies

- Personal competence
 - self-awareness - 3 competencies
 - self-management - 6 competencies
- Social competence
 - social awareness - 3 competencies
 - relationship management - 7 competencies

Goleman, Boyatzis and McKee (2002)



Competence school

- Encompasses all the other schools
- Competence is
 - knowledge
 - skills
 - personal characteristics, traits, behaviours
 - that deliver superior results
- Different competence profiles appropriate in different circumstances
- Build up competence profile of transactional and transformational leadership



Dulewicz and Higgs (Henley) - 15 leadership competencies

- Emotional, EQ
 - self-awareness
 - emotional resilience
 - motivation
 - sensitivity
 - influence
 - intuitiveness
 - conscientiousness



Dulewicz and Higgs (Henley) - 15 leadership competencies

- Intellectual, IQ
 - critical analysis and judgement
 - vision and imagination
 - strategic perspective
- Managerial, MQ
 - engaging communication
 - managing resources
 - empowering
 - developing
 - achieving



Dulewicz and Higgs (Henley) - 3 leadership styles

Style

Goal oriented

Involving

Engaging

Successful when:

Relatively stable change

Significant change

Transformational change



How far have we come in 2.500 years?

		<u><i>People</i></u>	<u><i>Vision</i></u>	<u><i>Process</i></u>
Confucius	500BC	Jen	Xiao	Li
Aristotle	300BC	Pathos	Ethos	Logos
Dulewicz & Higgs	2003	EQ	IQ	MQ



A company cannot be managed by a chimpanzee

- The CEOs leadership style impacts the performance of the company
 - the CEO does more than move a mouse
- Different leadership styles are required for different types of company in different circumstances
 - board of Channel Tunnel changed as they moved from construction to operation
- Why, oh why, oh why do we think it is any different for the temporary organization that is a project???!!!



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Early Hypotheses

- H1: The project manager's competence, which includes leadership style, is positively correlated to project success
 - Dulewicz and Higgs 15 factor model for leadership
 - 10 success factors
- H2: Different combinations of project management competencies are correlated with success on different project types
 - 19 types model

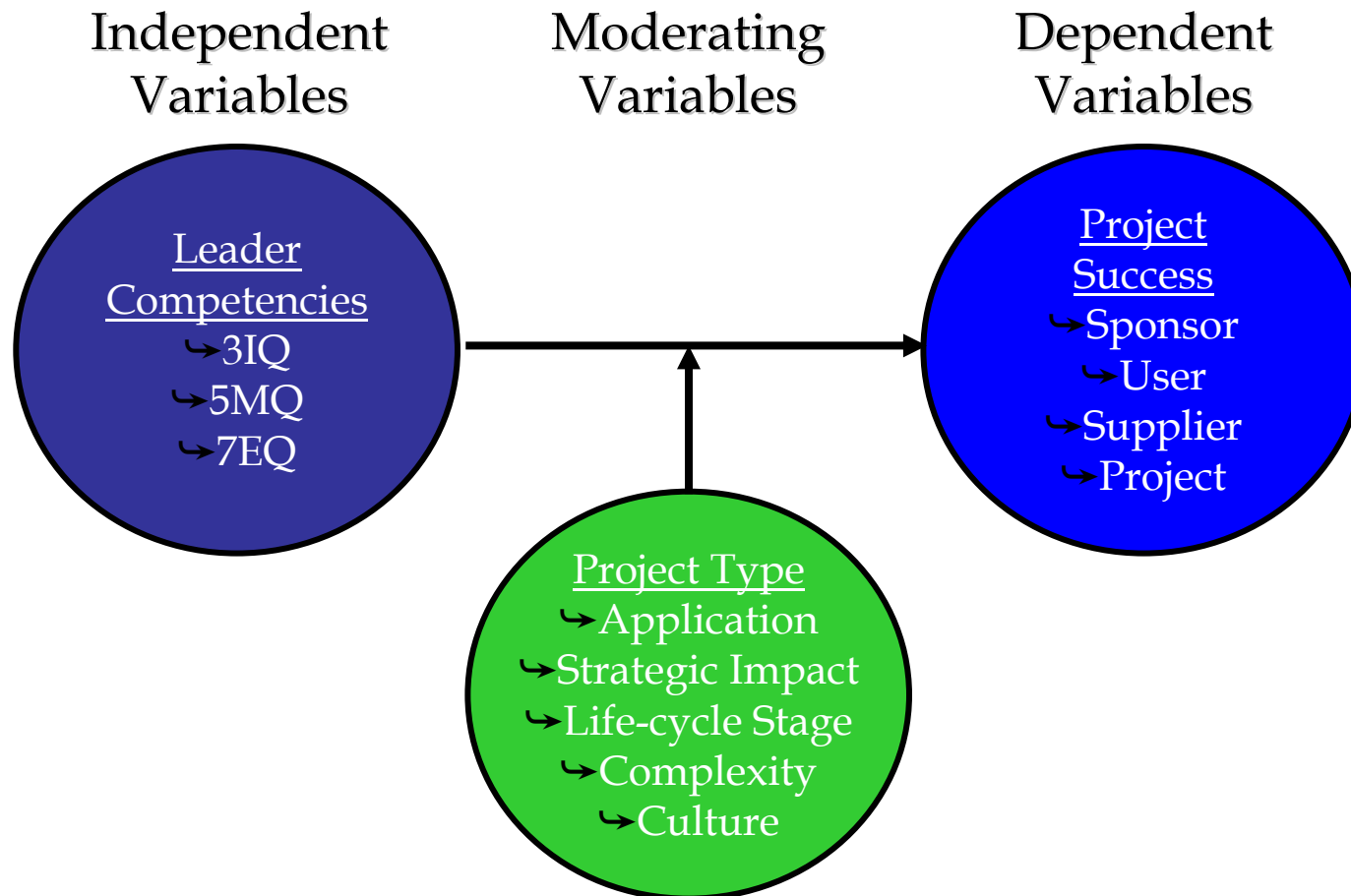


Hypotheses for this study

- H0: There are no differences in project manager leadership competencies in successful projects of different type.
- HA: There are differences in project manager leadership competencies in successful projects of different type.



Our research model



Our model - 15 leadership competencies

- Intellectual, IQ
 - critical analysis and judgement
 - vision and imagination
 - strategic perspective
- Managerial, MQ
 - engaging communication
 - managing resources
 - empowering
 - developing
 - achieving
- Emotional, EQ
 - self-awareness
 - emotional resilience
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 - sensitivity
 - influence
 - intuitiveness
 - conscientiousness



Our model - success criteria - web-based questionnaire

- Meeting performance targets
- Meeting user requirements
- Meeting project purpose
- Client satisfaction with results
- Reoccurring business with the client
- User satisfaction with the results
- Supplier satisfaction
- Project team satisfaction
- Other stakeholders satisfaction
- The respondent's own defined criteria



Our model - 19 types of projects

Attribute

Application area

Complexity

Life-cycle stage

Strategic import

Culture

Type of contract

Project Types

Engineering, ICT, Business

Low, Medium, High

Feasibility, Design, Execution, Close-out

Mandatory, Repositioning, Renewal

Home, hosting, expatriate

Fixed price, remeasurement, alliance



Study 1: Fourteen interviews

Countries

- Austria
- Australia
- Germany
- Netherlands
- Sweden
- UK
- USA

Industries

- Project management consulting
- Design and construction
- Research
- Telecommunications
- Manufacturing



Choosing project managers

- General conclusions

- Competence always important
 - technical knowledge
 - management skill and experience
- Leadership style more important on complex projects
- Task focus versus people focus
 - technical skills important on technical projects
 - relationship skills important on change projects
- Some competencies are an entry ticket to being a member of the project management pool



Choosing project managers

- Personality or leadership style

- Ability to deal or communicate with stakeholders, political sensitivity (8 times)
- Contract type (4 times)
 - fixed price
 - remeasurement or alliance – sensitive, trustworthy, calm
- Able to deal with client (4 times)
- Able to deal with complexity, ambiguity and expected issues, duration (7 times)



Choosing project managers

- Personality or leadership style

- Cultural sensitivity, geography, language (4 times)
- Location and nature of work within the company (2 times)
- Type of assignment (2 times)
 - consultancy versus project management
 - technical versus change project
- Duration and budget, project size (3 times)
- Able to balance work and home life (2 times)



Interview ratings - 15 leadership competencies

- Emotional 2.4
 - self-awareness 2.4
 - emotional resilience 2.4
 - motivation 2.7
 - sensitivity 2.4
 - influence 2.4
 - intuitiveness 2.0
 - conscientiousness 2.5



Interview ratings - 15 leadership competencies

- Intellectual 2.1
 - critical analysis, judgement 2.5
 - vision and imagination 2.0
 - strategic perspective 1.9
- Managerial 2.4
 - engaging communication 2.6
 - managing resources 2.6
 - empowering 2.4
 - developing 2.0
 - achieving 2.7



Study 2: Web based questionnaire

- Two parts
- Project success
 - rate ten success criteria
 - claimed performance of last project against ten criteria
 - nature of last project
- Leadership style
 - demographic data
 - psychometric test

Leadership Style and Project Success	
This PMI supported research project investigates the question whether the competence of the project manager, including personality and leadership style, is a success factor on projects.	
A) - Project types	
The following questions ask about the types of projects you manage. Please click on those categories that best represent your project	
PT01: My last project was of the following type ...	
Please choose the appropriate response for each item	
Engineering	<input type="checkbox"/> Yes <input type="checkbox"/> Uncertain <input type="checkbox"/> No
Information Technology / Information Systems	<input type="checkbox"/> Yes <input type="checkbox"/> Uncertain <input type="checkbox"/> No
Business or organizational change	<input type="checkbox"/> Yes <input type="checkbox"/> Uncertain <input type="checkbox"/> No
PT02: My last project was of the following complexity ...	
Please choose <u>only one</u> of the following:	
<input type="checkbox"/> High	
<input type="checkbox"/> Medium	
<input type="checkbox"/> Low	
PT03: In my last project I managed the following stages of the project life-cycle ...	
Please choose <u>all that apply</u>	
<input type="checkbox"/> Feasibility	
<input type="checkbox"/> Design	
<input type="checkbox"/> Execution & Control	
<input type="checkbox"/> Close-out	
<input type="checkbox"/> Commissioning	
PT04: My last project was of the following strategic importance ...	
Please choose <u>all that apply</u>	
<input type="checkbox"/> Mandatory (a project required e.g. by law)	
<input type="checkbox"/> Repositioning (e.g. a project for entirely new products or services)	
<input type="checkbox"/> Renewal (e.g. further development of an existing system)	
PT05: In my last project I worked ...	
Please choose <u>only one</u> of the following:	
<input type="checkbox"/> in my home country	
<input type="checkbox"/> on a project outside my home country	
<input type="checkbox"/> abroad as an expatriate	
PT06: My last project was based on the following contract type ...	
Please choose <u>only one</u> of the following:	
<input type="checkbox"/> Fixed-price	
<input type="checkbox"/> Remeasurement (e.g. cost reimbursement, time & material etc.)	
<input type="checkbox"/> Alliance	
B) - Project success	
The following questions ask about how you measured success and how successful the project was.	
SU01: In my last project, the following factors were important for overall project success ...	
Please choose the appropriate response for each item	



Responses

- 950 to Part 1
- 414 to Part 2
- 400 useable
- 70% males
- 50% US



Initial analysis

- Leadership dimensions correlated (positively and negatively) with project success on different types of project
- Profiles of project managers for different types of project



Leadership styles correlated with success

- All projects
 - EQ
 - conscientiousness, sensitivity, communication
 - **strategic perspective**
- Engineering projects
 - EQ
 - motivation, conscientiousness, sensitivity
 - **vision**



Leadership styles correlated with success

- IT projects
 - EQ
 - self-awareness, communication
 - vision
- Organizational change projects
 - EQ
 - motivation, communication
 - vision



Leadership styles correlated with success

- Medium complexity projects
 - EQ
 - emotional resilience, communication
 - vision
- High complexity projects
 - EQ
 - sensitivity



Leadership styles correlated with success

- Mandatory projects
 - MQ
 - developing
- Repositioning projects
 - EQ
 - motivation
- Renewal projects
 - EQ
 - self-awareness, communication



Leadership styles correlated with success

- Fixed price contracts
 - MQ
 - sensitivity, communication
- Remeasurement contracts
 - EQ, IQ
 - self-awareness, communication
 - empowering



Leadership styles correlated with success

- Life-cycle
 - EQ – throughout
 - conscientiousness, communication – throughout
 - motivation, sensitivity – commissioning
 - managing resources - design
 - strategic perspective – design, execution, commissioning



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Theories of leadership

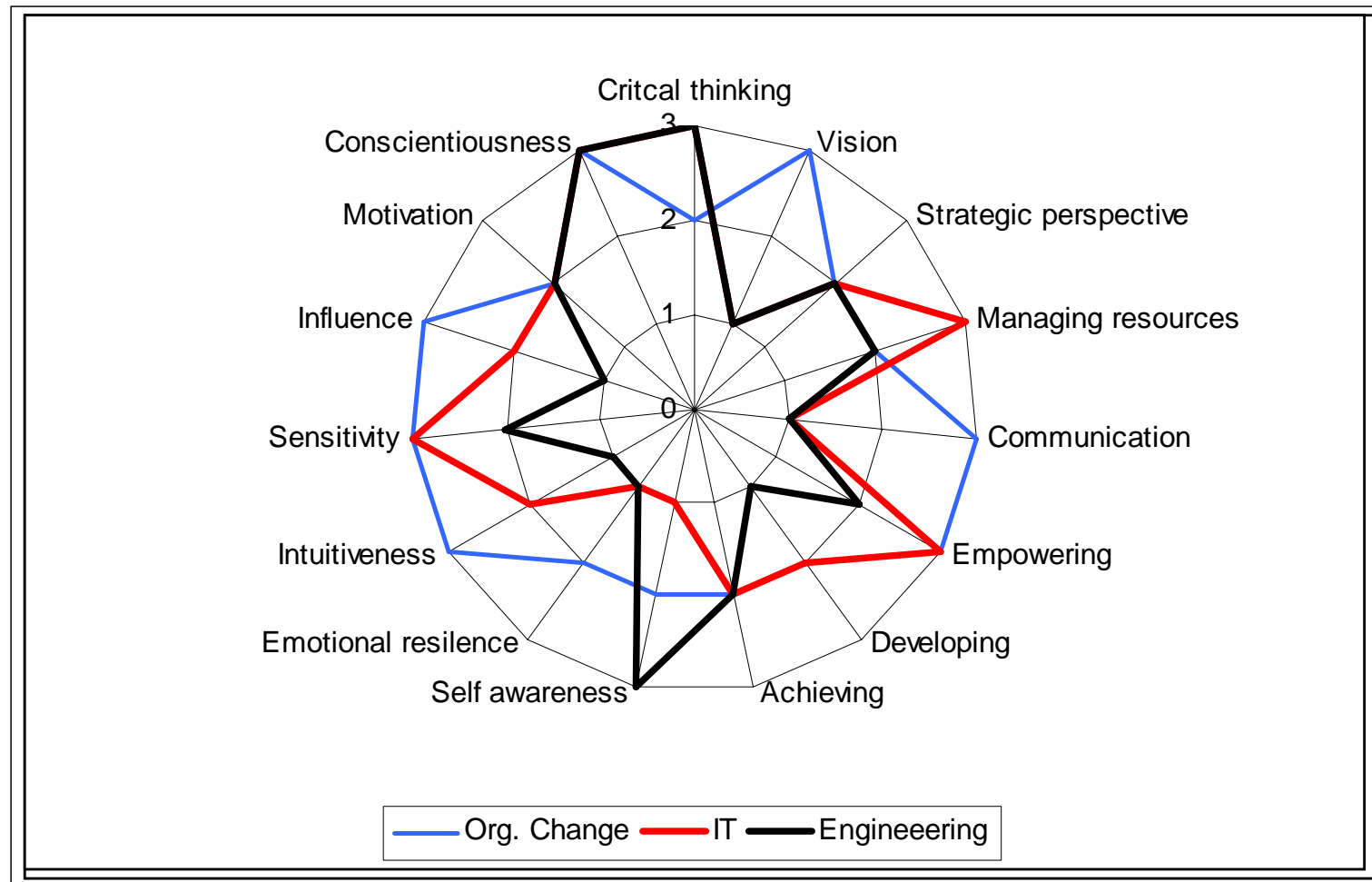
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Early results

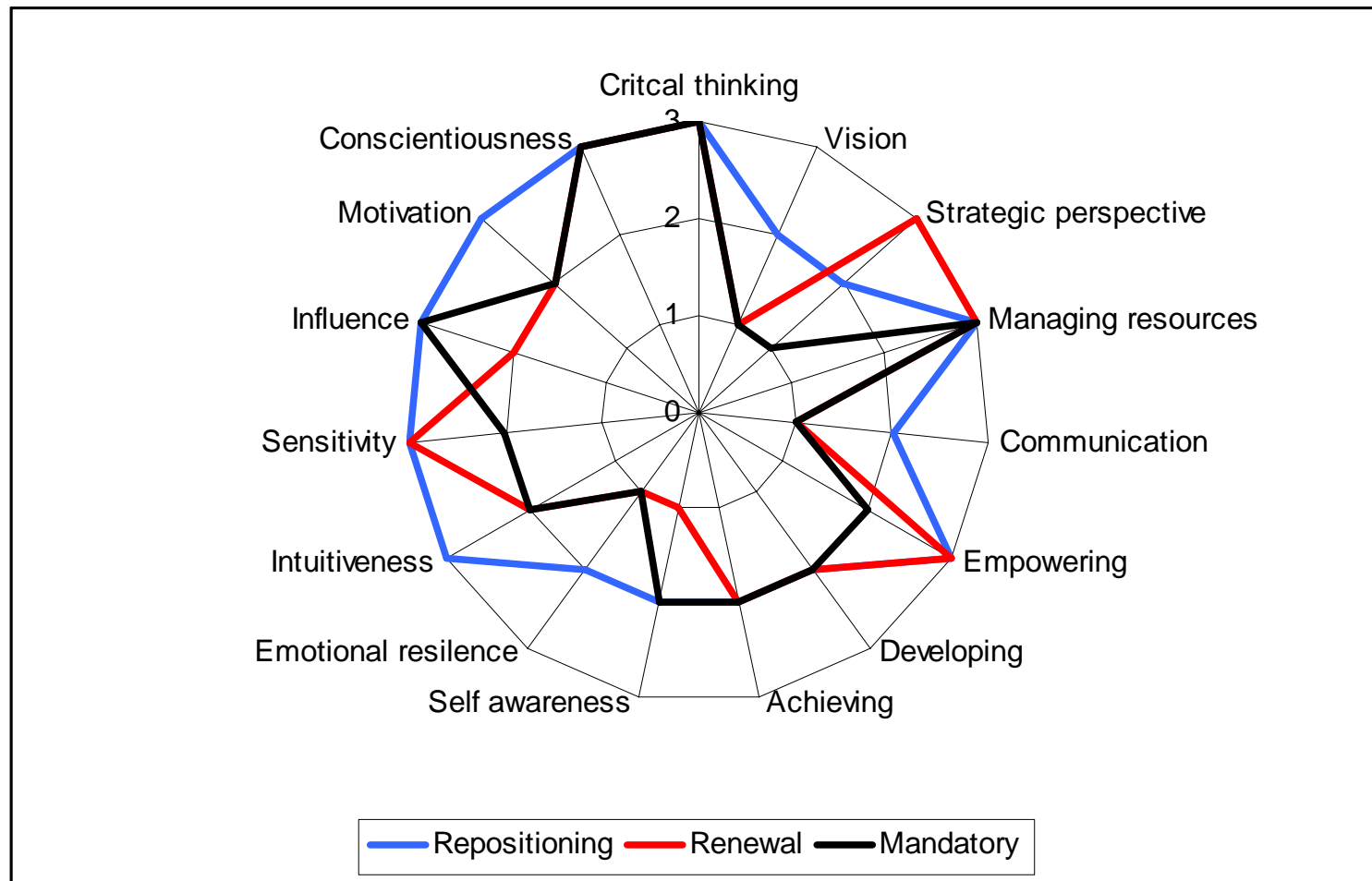
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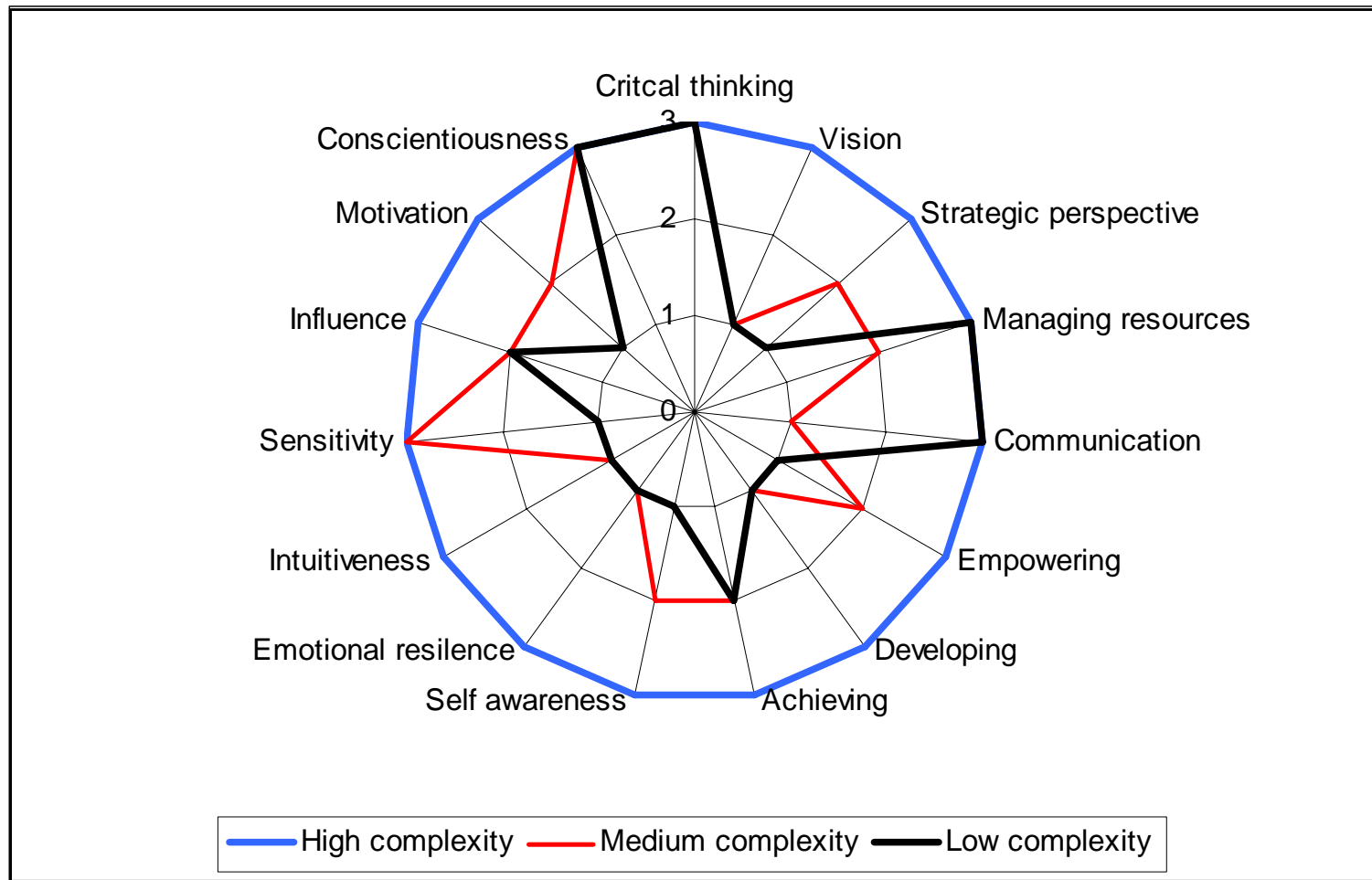
Leadership profiles of high performing managers, (Eng, IT, Org)



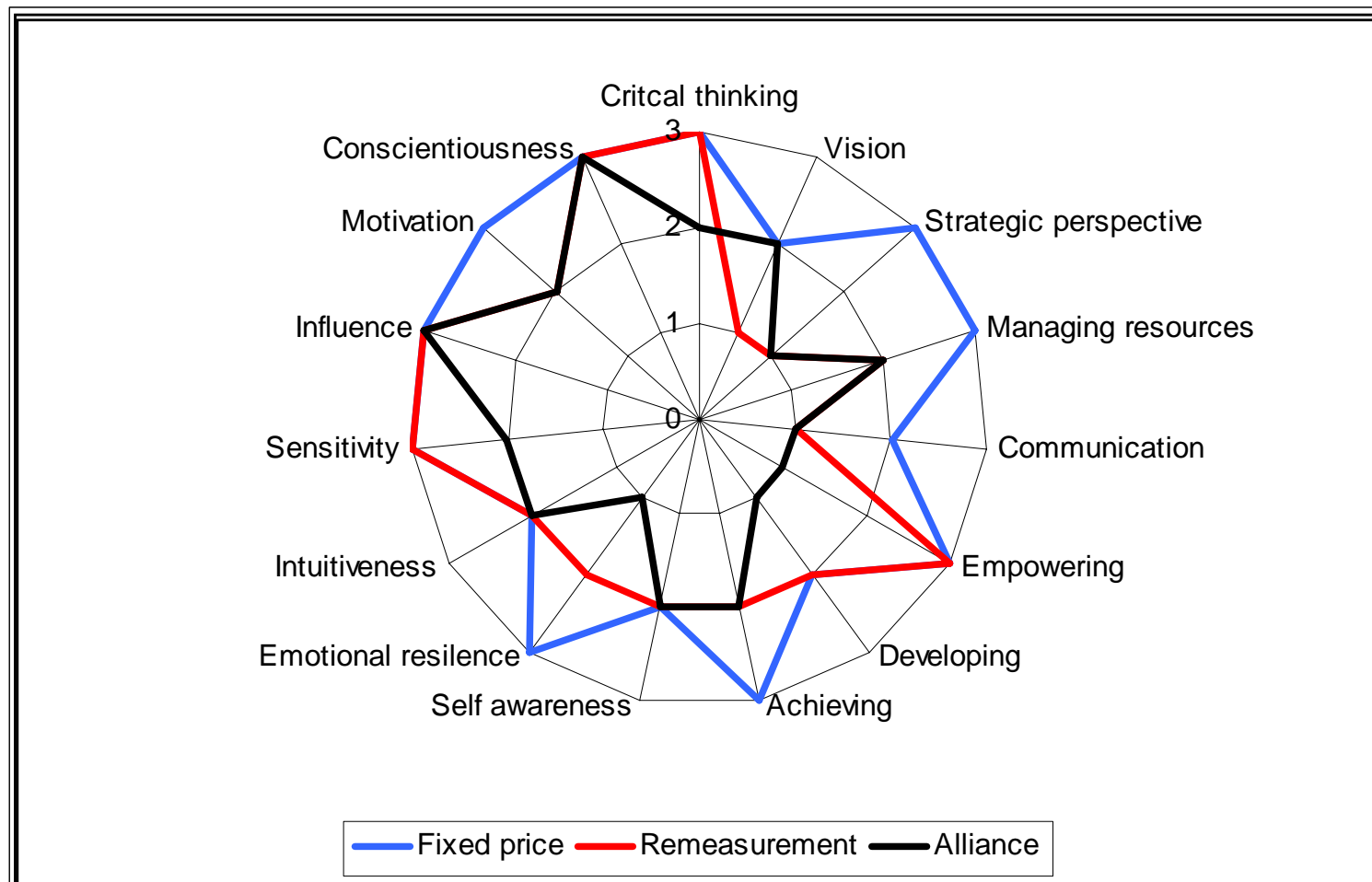
Leadership profiles of high performing managers, (Importance)



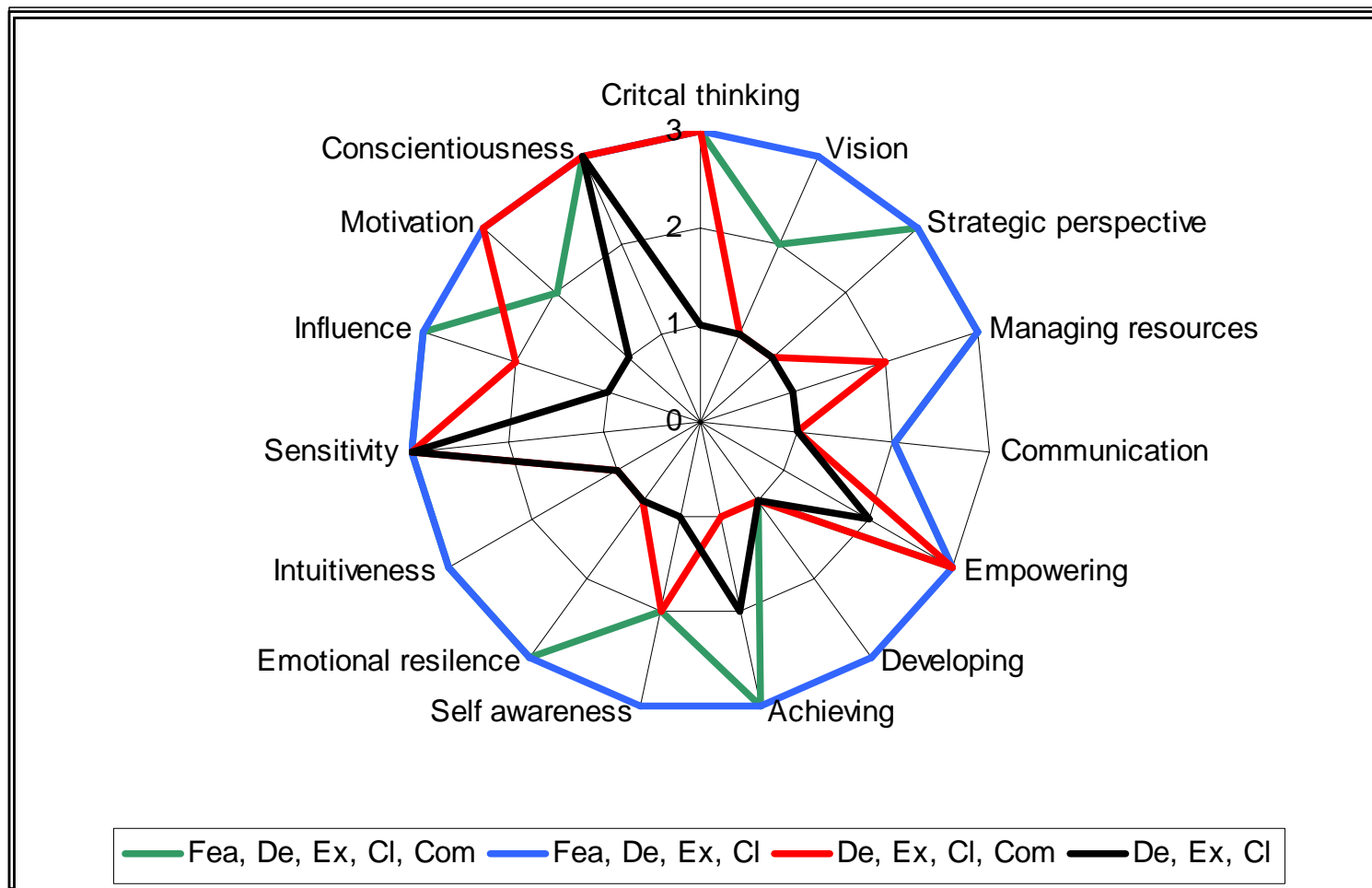
Leadership profiles of high performing managers, (Complexity)



Leadership profiles of high performing managers, (Contracts)

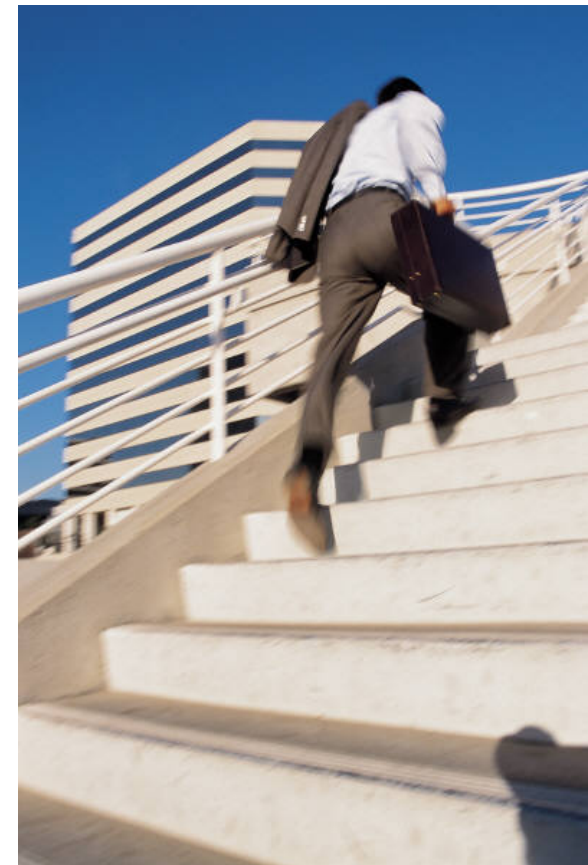


Leadership profiles of high performing managers, (Life-cycle)



Recommendations: a five step process

- Recognize types of projects
- Assess leadership styles of Project Managers
- Develop profiles in accordance with project needs
- Differentiate different types of projects in the organization
- Value your project managers



Further analysis

- Rating of success criteria by:
 - type of project
 - gender
 - geography
- Claimed performance of projects against those success criteria by
 - type of project
 - gender
 - geography



That's All Folks

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